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DD/P 6-0716

18 February 1966

MEMORANDUM FOR : Director of Training

ATTENTION : [redacted]

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SUBJECT : Integration of Directorates

REFERENCE : Memo dated 7 Feb. 1966 for DD/P  
from Director of Training, this subject

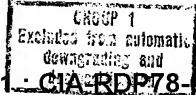
1. The following comments are made in response to the three questions raised in your memorandum, concerning the proposed inter-Directorate briefing program.

2. What do senior Clandestine Services officers want to know about other CIA Directorates?

a. With some exceptions, the Directorate for Science and Technology (DD/S&T) is least well-known to the senior and key officers of the Clandestine Services (CS). The CS would, therefore, benefit by a general briefing of its division, staff, and branch chiefs on the missions, organization and activities of DD/S&T. A much smaller group or groups of CS senior officers, possessing the necessary special clearances, should be briefed in much deeper detail. From this might well follow, according to need, discussions or seminars on subjects of mutual interest which have been opened by the briefings. Such subjects might, for example, include:

- (1) OEL and ORD activities in ELINT, and general R&D;
- (2) OEL relationships with the Military.
- (3) The responsibilities and activities of FMSAC.

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b. In general, CS knowledge of and day-to-day working relationships with Offices of the Intelligence Directorate (DD/I) are excellent. Nevertheless, a number of CS officers have indicated that a general restatement of DD/I roles and functions, both within CIA and within the Intelligence Community, might be useful. In particular, such a briefing might include:

- (1) The estimative responsibility, if any, of OCI for the type of crisis which is common in Africa, the Middle East, the Western Hemisphere and, to some extent, the Far East.
- (2) The delineation between ONE and OCI in the estimative field.
- (3) The Intelligence Directorate concept of the organizational arrangement for providing continuing estimates on a critical situation (Pak-India war as an example).

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(5) A general review of OCR services available, with special reference to new developments in machine systems, to the Biographic Registry, and its liaison with other U.S. Government agencies.

(6) The capabilities of the DD/I to respond to ad hoc requirements of the CS for specific area research and special studies; the channeling and coordination of such requests.

(7) The functions of the Operations Center.

(8) The functions of the Collection Guidance Staff, particularly as it concerns CGS relationships with other collection facilities in the Intelligence Community.

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(9) Plans for improvement of the PNIO's.

c. A small group of CS senior officers (15-25) would find useful a briefing on the new planning philosophy, language and procedures as promulgated by O/PPB.

d. There appear to be no general requirements for briefings by the Support Directorate (DD/S). One or two specific questions have been raised which can be better handled through normal channels.

3. The CS defers to the other Directorates in responding to the question: "What should the other Directorates know about the Clandestine Services?" It has been suggested, however, that it might be useful to include in a general briefing on CS mission, organization and functions, a profile of the CS officer -- what we look for in a prospective Career Trainee; his training both formal and on-the-job; the CIA and cover disciplines he must master; the occupational hazards he may be called upon to face; service in a small station abroad; the controls and constraints on covert action; the limitations or obstacles to clandestine collection; and the personal and official frustrations which confront him. Further, we might explain our concern for compartmenting CS activities, and for protection of sources and methods.

4. The number of senior CS officers to be briefed must of course depend on the subject and scope of the briefing. It could range from 15 to over 200.

5. Finally, we take note of the many opportunities offered by existing courses presented by the Office of Training for acquiring a better knowledge and understanding of overall CIA and individual Directorate functions. Both our in-put into these courses, and the selection of students to attend them, call for our continuing close attention. In particular, we would hope that those who have attended the Mid-Career Executive Training Program would not find it necessary to attend the proposed Inter-Directorate briefings.

/s/ Thomas H. Karamessines

Thomas H. Karamessines  
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